

LECC Law Enforcement
Conduct Commission

Strategic Plan

2023 - 2026

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Message from the Chief Commissioner

I am pleased to introduce the Law Enforcement Conduct Commission's 2023-2026 Strategic Plan, which will guide our course for the next three years and see us near our first decade in operation.

The 2020-2023 Strategic Plan of the Commission laid the groundwork for the next phase of the Commission's life. With this plan we aim to shape our future which includes maintaining and further building public trust, our independence and impact, and the integrity with which we undertake our functions.

This plan continues to recognise the independence of the Commission and the importance of our role in promoting the integrity of law enforcement in NSW. All Commission functions are exercised independently and include investigation and oversight of law enforcement agencies and co-operation with them in a range of areas.

We look forward to continuing our service to the community, while maintaining our diligence and sense of responsibility towards our functions. Whether it's implementing our Reconciliation Action Plan, building our strategic function, or further developing our engagement with the community and key groups, we can look forward to this Strategic Plan transitioning us from establishing best practice, to being proactive, collaborative, and forward thinking as we better utilise the knowledge and capabilities we have developed.

So much of the quality of our Commission results from the talented and dedicated people who work here. We will continue to improve the development of our team, foster their ability to collaborate and ensure they appreciate the value of their efforts.

In this Strategic Plan, we are making it a priority to improve how we share knowledge, tailor our values to reflect the beliefs and qualities of the Commission, and further improve our culture by enhancing our focus on inclusion and diversity.

We understand the important role that the public and parliament have entrusted to us. As we look towards the next three years, we do so with a firm commitment to build upon the work that has been done to establish trust, dedicating ourselves to improving how we communicate and engage with the public, as well as those with whom we work closely.



The Hon Peter Johnson SC
Chief Commissioner

The organisation at a glance

About us

As an independent civilian agency, it is the role of the LECC to oversight the NSW Police Force (NSWPF) and the NSW Crime Commission (NSWCC) and to help maintain public trust and confidence in the integrity of these organisations.

Our work includes:

- (i) Independent detection, investigation and exposure of serious misconduct and serious maladministration within the NSWPF and the NSWCC that may have occurred, be occurring, be about to occur or that is likely to occur.
- (ii) Independent oversight (including, where appropriate, real-time monitoring/ review) of the complaints handling by the NSWPF and the NSWCC, as well as real time monitoring of the NSWPF's critical incident investigations.
- (iii) Research activities to prevent misconduct and maladministration within the NSWPF and the NSWCC by:
 - Identifying systemic issues that are likely to be conducive to misconduct and/or maladministration;
 - Assessing the effectiveness and the appropriateness of their procedures in relation to the legality and propriety of the activities of their offices;
 - Encouraging collaborative evaluation of opportunities for, and implementation of, desirable changes in such procedures; and
 - Making recommendations with respect to prevention of officer misconduct and officer/ agency maladministration.

Critical to our work is receiving and assessing complaints and notifications. Complaints come to the LECC in several ways, including members of the public and police, the NSWPF complaints management database, and Public Interest Disclosures, amongst other things.

All complaints are assessed internally by the LECC.

The *Law Enforcement Conduct Commission Act 2016* (LECC Act) says that the NSWPF and NSWCC have primary responsibility for managing complaints about their organisation. The LECC assessment process considers whether the NSWPF/NSWCC can adequately deal with a complaint. Complaints referred to NSWPF/NSWCC for action may be the subject of either oversight monitoring (where LECC investigators monitor the police's investigation of a complaint in real-time) or oversight review (where LECC investigators review the NSWPF's investigation of a complaint).

The LECC may also decide that a particular complaint suggesting serious misconduct/ maladministration by employees of the NSWPF or NSWCC should be independently investigated by the LECC.

Our legislative mandate and governance

The LECC Act governs all aspects of the LECC's work. We are also subject to the *Privacy and Personal Information Protection Act 1998*, and the *Public Interest Disclosures Act 1994* (PID Act)¹ in terms of how we handle complaints and information provided to us regarding misconduct.

We operate completely independently of the agencies we oversight and are not subject to the control or direction of the Premier or any Minister in the exercise of our functions. We are accountable to the people of NSW and are subject to scrutiny by:

- The Inspector of the LECC
- The Parliamentary Joint Committee

The LECC is also subject to a comprehensive accountability framework to ensure our powers are not abused and we meet our legislative responsibilities.

Our history

The Law Enforcement Conduct Commission commenced operations on 1 July 2017.

The LECC replaced the Police Integrity Commission and the Police Compliance Division of the Office of the Ombudsman. It was also given additional oversight powers concerning police investigations into critical incidents. The result is a single civilian oversight body for the NSWPF and the NSWCC.

Six years on, the LECC has laid a strong foundation which this new strategic plan builds on.

¹ The Public Interest Disclosures Act 2022 (PID Act) comes into force in October 2023, replacing the 1994 PID Act.

Strategic context – key opportunities and challenges

This Strategic Plan will see the Law Enforcement Conduct Commission complete its first decade in operation. As we emerge from the pandemic and enter a new era of advanced technology, the landscape in which we operate will continue to evolve rapidly. Given our established relationships, reputation and intelligence, now is an opportune time for the LECC to expand its strategic focus to ensure more preventative and proactive strategies are in place, while continuing to build the reputation of the LECC.

Greater measurement of our impact is now required, and this plan must provide clarity around how this will be achieved and maintained.

External context

- The rapid pace of technological and societal change continues. To ensure the NSWPF and NSWCC are best supported to uphold the highest standards, the LECC must consider how it can be proactive in addressing trends in law enforcement and collaborate effectively with education and training providers to ensure best practice is the standard.
- The competition for talent has intensified in the past few years, as the world has embraced new ways of working and employee experiences have taken on greater significance in attracting and retaining talent. Given its own limited pool of potential employees, LECC must consider how it can sharpen its employee value proposition and deepen employee engagement to ensure it can attract and retain the talent required to deliver.
- Public awareness and an understanding of the public value LECC offers is critical to its ability to maintain government support and increase resourcing. While the LECC has established a reputation for trust with the NSWPF and the NSWCC, greater focus needs to be given to engaging with the public and ensuring there is clarity around the role of the LECC.

Internal context

- We are committed to providing a safe workplace and strengthening our internal culture. In particular, we commit to building a culturally safe workplace for Aboriginal and Torres Strait Islander peoples.
- We are seeking to build stronger ties between our teams with a focus on greater knowledge sharing and collaboration while ensuring all staff are recognised for the valuable role they play.
- There is a strong desire to build a strategic analytics capability, fostered by the belief that greater impact can be had when we work proactively and collectively to address emerging law enforcement issues.
- We are keen to ensure that our values and behaviours are reflective of the LECC and will authentically encompass our core beliefs and values.

Our values

As part of this strategic planning process, we have sought to further explore and define the core values and beliefs of our team.

When surveyed, our team were most proud of their impartiality, objectivity and consistency in decision-making. It is this important role and the public value it creates that continues to motivate their impact.

As such, the selected values of Accountability, Fairness, Integrity and Respect, in addition to the public service values, were most reflective of our ways of working, and the beliefs that guide us.

Strategy Overview

Purpose

Improving community trust in law enforcement by maintaining and enhancing accountability and integrity of NSW law enforcement agencies.

Vision

A highly effective, independent oversight body that works constructively with the NSW Police Force and the NSW Crime Commission to prevent, detect and investigate serious and systemic corruption, misconduct and maladministration.

2023 – 2026 Strategic Priorities

Striving for systemic change

Our ambition is to proactively address growing areas of concern in law enforcement practice across NSW. The LECC will embrace a strategic analytics approach, characterised by proactive measures and leadership, informed by data driven forecasting, and supported by system-wide education and impact initiatives. We will foster greater collaboration, championing knowledge and skills sharing, to ensure that the LECC is a cohesive organisation that can optimally oversight the NSW Police Force and Crime Commission.

Demonstrating our value

It is essential to actively work to increase public awareness of the LECC's role and purpose, to enable stronger awareness and recognition of the Commission's public value in upholding the standards of law enforcement in NSW. Greater community and partner engagement will bolster public confidence in our independence and objectivity. This will ensure our services are accessible, and we can maximise our impact, so the LECC can gain greater recognition and trust as an organisation.

Connecting through our culture

Our aim is for a Commission with a unified vision and purpose, and with a culture that can attract and retain the greatest talent in increasingly competitive markets. We will actively strive to foster cohesion and innovation across our teams, and nurture an ethos of 'One Commission, One Culture'. Our internal standards of best practice and integrity will foster cultural safety, and ensure we can lead by example, setting a firm standard for others to follow.

We will foster genuine inclusion and celebrate diversity, to best support and champion our staff.

Values

Accountability

Fairness

Integrity

Respect

Strategic Priority 1: Striving for systemic change

Over the next three years, the LECC will build a strategic analytics capability to enable us to proactively address issues affecting the standards of law enforcement, in addition to our fundamental complaints handling and investigation functions. The ambition is to utilise data driven analysis to address emerging issues in law enforcement before they result in complaints, leading to improved knowledge, training, and standards in law enforcement across NSW.

Our Initiatives

Implement a strategic function

The Commission will invest in the planning, development, and implementation of a strategic intelligence function to identify key areas for resource allocation including a series of well-researched option papers.

By leveraging a diverse range of data sources, the capability will inform executive decision making to maximise the impact of the Commission's resources.

We will continue to build strong strategic partnerships that strengthen our capabilities, allowing information and resource sharing with other agencies (including integrity and oversight agencies) to deliver outcomes that are mutually beneficial.

A holistic organisational approach to outcomes

Effective Commission-wide collaboration will enable the LECC to increase our efficiencies. Better knowledge sharing between business units will enable the LECC to be proactive and more effective when working strategically on outcomes. Encouraging stronger collaboration across the LECC will foster quality relationships between teams with significant benefit to operational, policy and business outcomes.

What success will look like in three years

- The Commission is an insight driven agency delivering a strategic intelligence capability that identifies emerging threats.
- The production of reports with outcomes driven by strategic intelligence and Commission-wide collaboration.
- The Commission's resources are allocated more effectively.
- Proactive investigations that serve to enhance the integrity of law enforcement in NSW.
- Enhanced information sharing both internally and externally.

Strategic Priority 2: Demonstrating our value

Over the next three years, the LECC will focus on increasing public awareness, by actively communicating the work of the Commission as a foundation for quality law enforcement across NSW. By building greater awareness of the role and independence of the LECC, we will be able to foster public trust and recognition. With increased visibility, we can be confident that complainants will find us, so that we are aware of the breadth of community concerns.

We can build greater public awareness of the LECC by taking a more strategic and proactive approach to communication and community engagement. As we engage with community and stakeholders, the LECC will be better positioned to strengthen public confidence in our response.

Our Initiatives

Advancing law enforcement through expert reports

We will proactively provide our expert reports to government and non-government institutions, highlighting the impact of our work and increase awareness of best practice in law enforcement. Where appropriate our reports will be disseminated publicly and will be accessible to ensure greater awareness and understanding of our value. We will focus on fostering quality relationships with agencies which can support the LECC by providing relevant and timely trend analysis and information.

Cultivating a strong online presence

The LECC will have a clear goal of better utilising technology and social media to communicate proactively and consistently with the public.

Simplifying and honing the LECC's messaging to be more inclusive to Culturally and Linguistically Diverse groups will increase accessibility and allow for better community engagement.

Community and agency engagement

Proactively engaging with core community groups is paramount in raising awareness for the LECC and building best practice community engagement. Utilising opportunities to work in the community and with other agencies to communicate the LECC's mission, value, and purpose.

What success will look like in three years

- The LECC will be a familiar and recognisable name with the public, and our public value will be clearly understood.
- Greater accessibility will ensure our services are available to those who need them.
- Increased engagement with the Commission's website and a stronger social media presence.
- The community will feel greater confidence in the oversight of law enforcement in NSW with significant benefit to operational, policy and business outcomes.

Strategic Priority 3: Connecting through our culture

Over the next three years, the LECC will give greater focus to building a stronger, more collaborative culture, where all teams engage in knowledge and skills sharing, and our people have a feeling that we are one organisation. We will have pride in the work of the Commission, and in the quality of our people that underpin it.

Strengthening our commitment to positive employee experiences and having a clear sense of collective values across the Commission, will lead to increased staff engagement and satisfaction. The goal is for the LECC to continue to be an organisation that attracts talent and a workplace for people who believe in accountability, fairness, and purpose.

Our Initiatives

Strengthening our employee experience

Strengthening our employee experience will help us contribute to making the staff feel valued, respected, connected and important.

Embracing the values we hold as a purpose-driven organisation, will make the Commission more attractive to new staff and will build greater employee satisfaction.

Building pathways for collaboration

Where operationally appropriate, the LECC will break down barriers to collaboration by fostering an environment where we work together to help produce favourable outcomes within the Commission, and all teams are recognised and valued for the important work that they do.

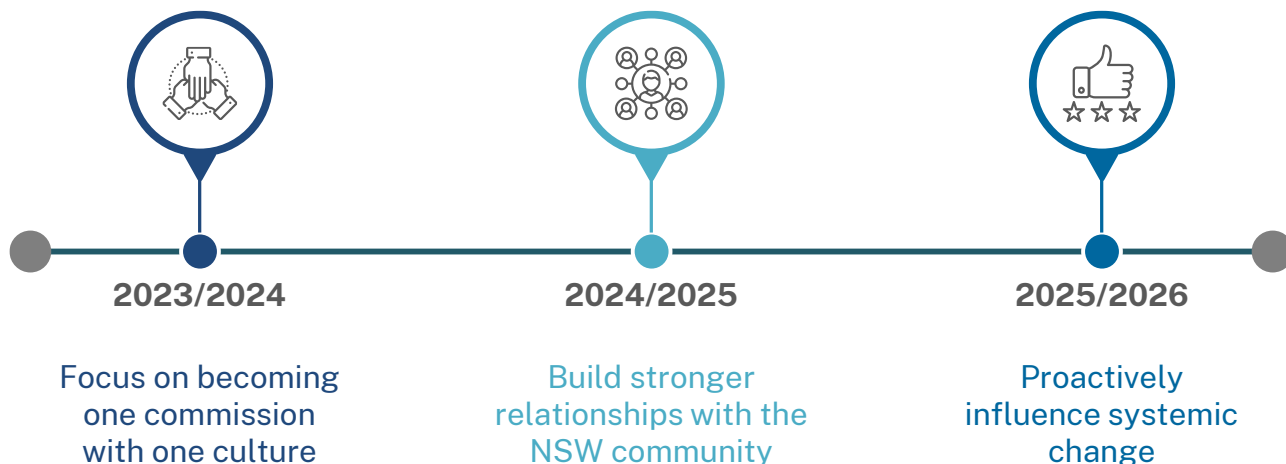
Developing our People

We will continue to develop capabilities and skills in our people to create a healthy, collaborative, innovative and culturally safe workplace.

What success will look like in three years

- A genuine sense of 'One Commission, One Culture' is tangible across the organisation.
- Our people will be able to connect, grow, and develop within the LECC through all staff events.
- Continuous improvement is embedded in our daily work to improve performance and maximise our impact.
- The LECC has a safe, inclusive, and collaborative culture that benefits from our shared knowledge and capability.
- Greater employee satisfaction, and attraction of new talent.
- The LECC has implemented a Reconciliation Action Plan and is delivering on its initiatives.

Delivering the strategic plan



In year one, we will turn our focus internally, towards fostering a stronger culture within the Commission. As a unified, aligned body, we will be able to lay the foundations for our three strategic initiatives over the next three years.

In particular, we will establish the working group that will drive the strategic analytics function. A proactive capability that will enable greater collaboration between working units and foster a preventative strength for the LECC.

We will spotlight personal development within the LECC and foster greater awareness for the role each area of the Commission plays.

We strive to uphold a diverse and inclusive workforce built upon a culture of psychological and cultural safety. Our goal is to set standards of best practice that can be seen and upheld throughout the provision of law enforcement in NSW.

In year two, we will have established a stronger presence within NSW, establishing trust in the community and reporting on the work we are doing and the value we are adding in real-time.

We will have developed our relationships with the media, increasing awareness of the LECC. We will also increase the social media coverage handled by the LECC to not only foster a reputation of transparency, but to also engage the community with LECC initiatives and to attract new staff.

We will establish initiatives with the wider community in NSW and allied groups, to better understand the needs of the community and nurture a trusting relationship where the community feels supported by the LECC.

In year three, we will be actively influencing systemic change, working strategically to identify trends and risks impacting the provision of law enforcement in NSW.

We will be using strategic trend analysis to determine areas of focus for LECC involvement, better leveraging our internal data to enact more impactful change.

We will continue to maintain co-operative relationships with the NSW Police Force and Crime Commission as these are paramount in executing efficient complaint management as well as being able to recommend and influence systemic change.

This will enable us to better serve the NSW community as well as improve the standards of policing in NSW.

Finally, we will continue to build on the foundations laid in years one and two to drive consistent change within the LECC.

Implementation and managing risks

Continuously implementing the new strategic plan for the LECC is paramount in upholding our commitment to our values, purpose and mission. By involving all members of the Commission and monitoring the implementation of the initiatives outlined in the 2023 – 2026 strategy; we will be equipped to measure the success of the LECC against our vision for the Commission over the next three years.

With all new initiatives, there are risks associated and we have identified actionable strategies to mitigate the risks associated with the changes being enacted internally within the LECC alongside external influences that directly and indirectly affect the LECC as an organisation.

Our strategies for mitigating risks

- All staff of the Commission will take responsibility for making sure that their approach to their work accords with the LECC values and this strategic plan.
- Maintaining constructive relationships with the NSW Police Force and NSW Crime Commission to maintain appropriate knowledge transfer and co-operation.
- Quarterly reviews of the strategic plan to ensure it is relevant and aligned with the LECC's purpose in light of any internal or external changes affecting the Commission.
- Recognising that all strategic priorities have a level of symbiosis and can be leveraged to support each other.
- Establishing timeframes and milestones for all initiatives outlined in the strategic plan, relying on measurable metrics to determine success.
- The strategic plan and LECC values will be used within the LECC to set agendas and strategies.
- Communicate and share the new strategy with external stakeholders to hold us accountable.
- Undertake planning by function, to ensure our activities are time-lined and measurable.

How we measure success

Measuring success is important when it comes to implementing our strategic plan and adhering to our obligations. By implementing ways of measuring the success of the initiatives outlined in this plan, we can determine what is working well for us at the LECC and what we need to focus our attention on more to achieve the goals of this plan by 2026.

Based on the individual initiatives detailed in this strategic plan, we have determined key performance indicators that are both qualitatively and quantitatively measurable that will allow us to determine the success of each strategic priority.

Strategic priority 1: Striving for systemic change

- Produce LECC developed products that inform strategic led analysis
- Broad based data analytic tools are integrated in the work of the Commission
- Measure effectiveness of new strategy led capability
- Identify trends and risks to drive strategic investigations and other work.

Strategic priority 2: Demonstrating our value

- Track, report and distribute the outcomes and insights from our investigations and other work
- Quantify the number of relationships developed and enhanced by partnering with groups and agencies
- Report on how frequently reports are generated and disseminated within the community
- Measure the engagement with the LECC's website, determining which areas are most popular and which areas need enhancement
- Elicit feedback from complainants to determine their satisfaction with the way the LECC handles complaints

Strategic priority 3: Connecting through our culture

- High uptake of PMES surveys
- Determine the improvement in communication and collaboration throughout the Commission
- Ensure the deployment of cultural symbolism in the Commission
- Measure the effect of implementing our Reconciliation Action Plan initiatives

Key Performance Indicators

In addition to these qualitative measures of progress, there are quantitative key performance indicators that will be used to measure the efficiency and effectiveness of the LECC's new strategic plan. These measures will be updated and reported on quarterly.

Key performance indicator	Target
Number of visits to LECC website	Annual increase
The NSWPF and NSWCC accept our recommendations in public reports for change and improvements.	75%
The Commission has a culture that allows staff to feel safe, valued and engaged.	Positive movement in engagement - PMES
Regular complainant engagement surveys	External survey
Statutory compliance with the LECC Act	100%
Number of active strategic projects undertaken in the year	2
Number of projects involving collaboration by more than one team	1

